

# OUT & About



The Pacific Region  
Outreach Newsletter

## Theme: Partnerships

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## Partners In The Pacific

*"It takes a village" to manage Farallons seabird rookery*

By Joelle Buffa

What do a helicopter pilot, plumber, biologist, archaeologist, motor mechanic, seismologist, sailboat skipper, Chevron executive, and an electronics whiz all have in common? If you answered, "They are all partners in supporting the Farallon National Wildlife Refuge," you score ten points.

As manager of this remote island refuge located 28 miles offshore of the Golden Gate Bridge, I am often reminded of the African saying, "It takes a village to raise a child." Likewise, it takes the collective resources of an urban area the size of the San

Francisco Bay Area to "raise," monitor, and safeguard this largest seabird rookery south of Alaska.

The Farallon National Wildlife Refuge, an archipelago of about six islands and several offshore rocks, was established by President Theodore Roosevelt in 1909. The Service didn't begin active management until 1968, when Southeast Farallon Island (SEFI) was added to this seabird refuge.

That same year a fledgling ornithological organization, called Point Reyes Bird Observatory (PRBO), began sending biologists to SEFI to monitor seabird breeding activity and land bird occurrence. A partnership was formed between the Service and PRBO which, according to PRBO Marine Program Director Bill Sydeman is, "the longest-running cooperative agreement in the Fish and Wildlife Service."

According to the agreement, PRBO biologists and interns keep track of the 12 nesting seabird



Photo by USFWS

**Volunteer Elizabeth Burroughs measures Cassin's Auklet chick.**

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## Partnerships — Good for Refuges

*A look at some National Wildlife Refuge Association partnerships*

By Ellen Croteau and Joe Mazzoni

When it comes to public-private partnerships to restore and enhance our nation's fish, wildlife, and plants, no partnership is too big or too small. Innovative collaborations involving private citizens, companies, and organizations are helping our hatcheries and refuges enhance the mission of the Service.

Refuge and hatchery partnerships take many forms, from a single, experienced volunteer who fixes a back hoe, conducts research, or helps with education programs to a highly orga-

nized Friends group capable of steering a multi-million dollar capital campaign.

In Region 1, for example, the Stone Lakes NWR Association has helped this Sacramento County refuge develop recreational and volunteer programs. Formed only four years ago, the group has generated more than \$30,000 from fundraisers, and \$60,000 from grants, to design and construct a wildlife viewing

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Out & About is published quarterly for Region 1 Fish and Wildlife Service employees.

## STAFF

Editor  
Jeanne Clark, Stone Lakes NWR  
Design  
Kathie Nute, Western Type

## SUBMISSIONS

We welcome your submissions to Out & About. Regular sections in the newsletter are:

Feature Articles  
Case Studies  
Outreach Accomplishments  
Trainings & Workshops  
Announcements  
Q & A  
Letters to the Editor  
Outreach Resources

Articles should be submitted by e-mail or 3-1/2 inch floppy and run 150 to 500 words. Gear writing to newsletter style; avoid technical jargon. Photos welcome. Publication is not guaranteed, though every effort will be made to use submissions.

Submit articles to Jeanne Clark:  
Stone Lakes NWR  
2233 Watt Ave. Suite 230  
Sacramento, CA 95825  
Phone: (916) 979-2085  
Fax: (916) 979-2058  
e-mail: jeanne\_clark@fws.gov

## SUBMISSION DEADLINES

Spring	January 15
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FROM THE ASSISTANT REGIONAL DIRECTOR

## Ecological Services Equals Partnerships

An interview with Cindy Barry, PARD for Ecological Services

### What role does partnering play in Ecological Services programs?

Barry: Just about everything we do in Ecological Services requires partnerships, such as Habitat Conservation Plans (HCPs), our Partners for Fish and Wildlife Program, the Coastal Program, Section 7 consultations, endangered species recovery plans... We cannot conserve fish, wildlife, and plants if we focus on federal lands alone. But we can use federal dollars and technical expertise to help imperilled species and habitats on other lands through partnerships. If I had to sum up our efforts in a few words, I'd say that Ecological Services (ES) equals partnerships.

### Have you seen an increase in partnership efforts recently?

Barry: Yes, both within ES and the Service. Our regulatory role requires that we do more of it. The nature of society today requires that we do more of it. Consider HCPs. To be successful, the HCP process requires that we work with a broad range of public and private landowners within a region. We must consult with scientific experts outside of the Service. We must develop outreach plans to reach local businesses, members of Congress, conservation organizations, the news media, and others. This is all about partnership!

### Can you give a few specific examples of successful partnerships?

Barry: One of the biggest partnerships in Region 1 is the Northwest Forest Plan, which involves 12 federal agencies and 24 million acres of federal land that stretch from the Canadian border nearly to San Francisco Bay, along the west side of the Cascade Range. This 100-year plan intends to provide a sustainable level of timber sales in a manner that protects healthy forest ecosystems. It will help recover the northern spotted owl, marbled murrelet, and other old growth species.

Our Partners Program works with individual landowners to affect conservation on their land. For example, the Service and the Oregon Department of Fish and Wildlife provided \$254,000 and assistance to an Oregon rancher along Paulina Creek, Crook County, to restore habitat, fence portions of the watershed, and

develop a wildlife-friendly grazing program. The result: 700 acres of wetlands, four miles of riparian habitat, and 1,500 acres of uplands, all to benefit wildlife — and some of the best pasture in the county.

We're also very proud of our HCP program. Two of the biggest approved HCPs are the 582,000-acre Multi Species Conservation Plan in San Diego County, California and the Washington Department of Natural Resources HCP, covering 1.6 million acres.

### How successful are Ecological Services partnership efforts?

Barry: Many are very successful. In 1999, Region 1's Partners Program restored or enhanced over 13,000 acres of wetlands and more than 137 miles of riparian habitat.

Our first HCP was signed in the 1970s. Today, we have 70 approved HCPs that cover from under one acre to more than 1.6 million acres; some will provide conservation benefits for 100 years. Another 100 HCP permits are now being processed!

We also have many Federal Energy Regulation Commission agreements with power companies that relicense dam operations for the next 50 years using wildlife-friendly power generation techniques.

### What is one of your most unusual partnerships?

Barry: The Viansa Winery in Sonoma, California. Many agencies and conservation organizations worked with Sam and Vicky Sebastiani to develop a 90-acre wetland in the midst of a vineyard/winery. During the peak season, the marsh attracts more than 12,000 waterfowl — and winery visitors and birders who enjoy sipping wine and viewing conservation in action.

### What's on the horizon for the Service regarding partnerships?

By weaving partnerships into day-to-day Service operations, especially our more "contentious" regulatory activities, we can make our interactions more user-friendly, productive, and wear the "white hat" more often. **O**

Cindy Barry is the programmatic assistant regional director for Ecological Services.

OUTREACH ACCOMPLISHMENTS

## Habitat Conservation Planning

An increasingly popular form of conservation partnership

By Ted Koch

When Congress amended the Endangered Species Act in 1982 to include the provision for issuing incidental take permits to non-federal entities, they characterized the process they envisioned as a "creative partnership" between the federal government and the permit applicant. Between 1982 and 1992, the Service issued just 14 permits for complete Habitat Conservation Plans (HCPs). With the listing of the spotted owl in the Pacific Northwest, Secretary of the Interior Bruce Babbitt significantly increased the popularity of the HCPs.

Since 1992, the number of approved HCPs has jumped to well over 300! So what goes into these HCPs? Are they really a good deal for wildlife? The HCP being finalized between the Service and Plum Creek Timber Company (Plum Creek), perhaps one of the largest to date, provides some ready answers.

### BULL TROUT SPAWN THE PARTNERSHIP

The Service and the National Marine Fisheries Service began working with Plum Creek in 1997 to help them prepare an HCP and permit application for take of native salmonids over 1.7 million acres of their lands in northwest Montana, northern Idaho, and western Washington. The Service anticipates release of the environmental documents in January 2000.

### AN EXPERIENCED PARTNER

With Plum Creek, we are fortunate to have one of the more flexible, experienced, and "creative" permit applicants in the Pacific Northwest. In the late 1980s, Plum Creek's reputation with the public was not positive, and they were viewed as some of the most aggressive timber harvesters in the region.

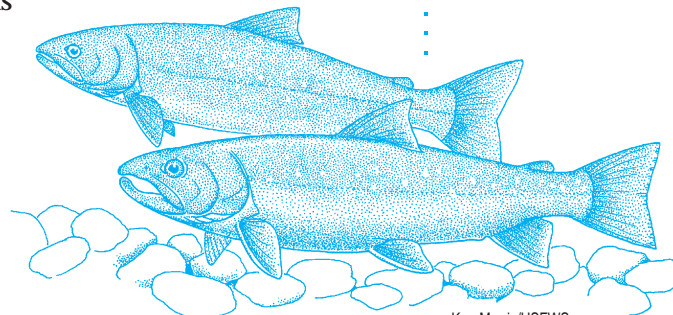
They adopted a set of Environmental Principles in 1990. Then, with the listing of spotted owls occurring on much of their western Washington lands, they applied for and received a permit for taking endangered species in 1996. They had a enough of a positive experience to seek another permit for native salmonids over most of the remainder of their lands in the northwest.

### GREAT BENEFITS FOR WILDLIFE

Plum Creek carries the distinction of owning more grizzly bear and bull trout habitat, and lands with a higher nesting density of spotted owl habitat than anyone but the federal government! Because of these and other factors, they have embraced their requirements to conserve these and other species and their habitats.

Plum Creek has proposed a broad set of conservation commitments, including conservation measures the Service could not achieve through regulation. For example, if Plum Creek receives a permit, they would self-impose a system for selling land that avoids selling sensitive areas in key watersheds to developers who would subdivide those lands. This commitment is extremely important as

we would otherwise have no avenue to influence sale of and threats to these sensitive areas.



Ken Morris/USFWS

### ASSURANCES FOR BOTH SIDES

In exchange for the assurances and permit the HCP provides to Plum Creek, the company would agree to a fairly liberal set of monitoring and adaptive management commitments. In return, the Service gains conservation of species on private lands that could not be achieved through take prohibitions alone. The Service can revisit the HCP commitments over the life of the permit, and even revoke it, to ensure they're sufficient to conserve the species under permit.

The foundation of the HCP process is to provide security for both sides. Time will tell how successful we are at achieving the right balance. **O**

Ted Koch is a fish and wildlife biologist at the Snake River Basin Field Office.



## Hollywood-Style Partnering

*San Diego refugees make the big screen*

By Barbara Simon

This year we developed a new partnership to celebrate National Wildlife Refuge Week: We worked with local movie theaters to promote the Service through on-screen advertising.

Our plan was to provide high quality slides of Service activities to be used as advertising before and between movie features. The procedure for making this happen is fairly simple — something that could be adapted to most communities. You may use fewer slides or run them on a different schedule, depending on the number of theaters and the size of your local “market.”

### MAKING CONTACTS

We discovered that almost all of San Diego’s theaters are owned by chains whose corporate offices or market-

ing departments are in Los Angeles. From there it was a matter of talking to marketing directors, sending letters, providing samples of slides — and waiting for a response.

### PRODUCING THE SLIDES

We produced the slides at a local film processing and graphic design house that does movie slides for another theater chain. The total cost of slides and shipping to the distributor was approximately \$250. Some of our “regular” photographers donated the images, and we borrowed design ideas from the “Celebrate Wild Things” advertising slicks developed in the national office.


### ENJOYING FREE ADVERTISING

As a result, Pacific Theatres gave us 72 screens at 10 of their San Diego County theaters and ran six of our slides in rotation, about three times before every movie, for three weeks — worth about \$6500 in advertising. They aired these slides as public service announcements during Refuge Week, at no charge. (If you want

to build a high level of recognition, you’ll need to invest in a regular, paid, on-screen advertising program. Consider partnering with a sponsor if you feel this would be fruitful.)

According to the National Cinema Network (NCN), during our week-long on-screen programming we had the possibility of reaching 141,000 people, provided they were seated before the movie and watching the screen! The NCN also offered some interesting statistics on audience recall and retention:

- “On-Screen Entertainment” reports recall nearly three times higher among 18-49 year olds, or 62% more than other place-based media or “day after” TV advertising recall.
- 92 percent of moviegoers had seen the on-screen entertainment program during the past twelve months.
- Average moviegoers reported spending a median of 14 minutes in their seats before the movie began.

And now, in San Diego County, a few more of these moviegoers know there are national wildlife refuges in their backyard. 

*Barbara Simon is an information and education specialist at San Diego National Wildlife Refuge Complex.*



## Partnerships You Can Count On

*13 tips for building effective partnerships*

By Rick Coleman

The word “partnership” is used so often that it seems to have lost its meaning and effect. We often seek partnerships for the wrong reasons, or fail to understand the commitment they require to enable them to really work. As a result, we experience disappointment with failed “partnerships” and retreat to the notion that it’s easier to do it ourselves.

The time and energy required to develop and sustain an effective partnership dictate that we carefully choose which partners to involve. You need to have

great expectations for the results of your combined efforts to make the partnership worthwhile. People do things for their reasons, not yours. Are their reasons congruent with yours? Shared expectations must be clear.

When shared expectations are understood by all, you are ready to nurture and develop the partnership into an enduring commitment. Loyalty based on shared needs and trust is a sacred bond. So how do you build loyalty? Here are a few ideas that may be helpful, especially with special interest citizen groups. Try adapting these ideas to your partnerships to enhance understanding of shared needs and trust and develop a bond that you can count on:

**Have an “open door” policy.** Let partners know that they are welcome, and mean it!

**Be honest.** If the Service has a position that is unacceptable to a partner, don’t withhold it. If you give partial information, say so and explain why. Don’t be evasive, as if you have something to hide.

**Be enthusiastic.** Partners are often volunteers, or the partnership may be on the fringe of their normal duties. They bring tremendous dedication to the cause, often with no economic gain. Give your time as they give theirs: This helps validate their time contribution.

**Find out who is in charge.** Grassroots groups may have complex procedures for taking an “official” position. Who can “sign off” for the group? The most vocal and active person may not have authority. Large organizations rely on staff to keep the leaders informed... use them effectively.

**Treat group leaders with respect.** Staff may be best informed, but may be resented by group leaders. Group leaders are the

policy makers, so keep them informed, too.

**Identify reliable contacts.** Identify one or two reliable contacts to spread the word or gather the information. Make it clear to group mem-

bers that you will often communicate through these designated representatives.

**Know the issues.** Know the land, project specifics, etc. Be ready to brief anyone!

**Use the group to get information.** With their different perspectives and vantage points, they can offer invaluable feedback. Go to them to gain another perspective.

**Share your technical knowledge.** Information about biology, wildlife populations, habitat management, endangered species, etc. can all be shared with partners to support group expectations.

**Know the government process.** Basic civics, legislative and budget processes, and the executive branch can be a real mystery. Know and relate it to the group. Know the Regional Office contacts and give them a “heads up” that they may be contacted.

**Use the group to pass on information.** The leader’s credibility is enhanced when he/she has correct, up-to-date information from the Service.

**Appreciate each partner’s contribution.** Know and use their names. Compliment them on achievements and time spent. Attend their social events if possible.

**Have courage!** 

*Rick Coleman is assistant regional director for External Affairs.*



*People do things for their reasons, not yours. Are their reasons congruent with yours?*

## Upcoming Events

### Morro Bay Winter Bird Festival

**When:** January 14-17  
**Where:** The Inn at Morro Bay, CA  
**Contact:** Morro Bay Chamber of Commerce 800/231-0592

### Northern San Francisco Bay Flyway Festival

**When:** January 21-22  
**Where:** Vallejo, CA  
**Contact:** (707) 562-BIRD

### 2000 San Diego Bay Bird Festival

**When:** January 27-30  
**Where:** San Diego, CA  
**Contact:** 677/763-5483  
birdfest@flite-tours.com

### Imperial Beach Bird Fest

**When:** January 27-30  
**Where:** Imperial Beach, CA  
**Contact:** Imperial Beach Chamber of Commerce 619/424-3151  
birdfest@flite-tours.com



## Region Receives Diversity Award

FWS Director Jamie Clark named Region 1's Diversity and Civil Rights Program (DCRP) winner of the Director's Equal Employment Opportunities Award for significant contributions within the region and Service-wide. Regional Director Anne Badgley and Assistant Regional Director for DCRP Dana Perez accepted the award for several regional achievements.

The DCRP developed a Student Career Experience Program (SCEP) brochure, poster, and guidance document that were adopted Service-wide. The office led the Service's participation in the Hispanic Association of Colleges and Universities' Third Annual Conference on Natural Resources and Cultural Heritage.

The staff took positive approaches to resolve EEO complaints and developed three databases to automate case and program information. It also played a key role in providing input on the

Regional/National Title VI Civil Rights Review teams.

## ACI Call for Presenters

The Association for Conservation Information will meet on July 17-21, 2000, in Reno, Nevada. The planning committee is looking for presenters on these topics: recruitment and retention of hunters and anglers; volunteer programs; wildlife education programs; strategic communications and outreach planning; and dealing with the media during a crisis or controversy.

If you would like to make a presentation, contact David Rice, Nevada Division of Wildlife, 1100 Valley Road, Reno, Nevada 89520; telephone 775/688-1550; Email: drice@govmail.state.nv.us

## Novel Outreach Effort in SF Bay

What do you do in a highly developed urban area adjacent to a tidal marsh where peoples' pets, native and non-native wildlife are killing endangered species the Service is charged with protecting? How do you handle urban residents and animal protection organizations who aren't able to accept trapping and euthanasia programs that protect some species while eliminating others?

In the San Francisco Bay community of Redwood Shores, a consortium of local legislators, public agencies, and 14 animal protection organizations are attempting to develop a plan that will protect endangered species, such as California clapper

rails and salt marsh harvest mice, while eliminating the need to euthanize feral cats and dogs.

An unusual complement of the plan developed by the Service's Coastal Ecosystem Program is a local education program that addresses endangered species protection, habitat preservation, and wildlife and companion animal management.

At least 15 outreach products will be developed for residents in and near Redwood Shores to improve their understanding of natural processes in their backyards. Outreach will include updates, flyers, newsletter articles, cable television features, media events, website updates, and more.

## Partnerships Guide

Are you looking for some tips on how to put together successful partnerships? Do you want access to the same planning tips used by one of Region 1's most successful events, Salmon Fest (see article on page 8).

Check your office for or order a copy of *Conservation Partnerships: A Field Guide to Public-Private Partnering for Natural Resource Conservation*, published by the National Fish and Wildlife Foundation, USFWS, Phillips Petroleum Company, and Management Institute for Environment and Business, published in 1994.

The guide includes concise and detailed information for developing successful partnership. Contact Outreach Specialist Susan Saul (503/872-2728) if you'd like to receive a copy. **O**

## Working with Congressional Partners

*How to develop a positive relationship with your representatives*

By Ben Bibb

Founders of our nation wisely realized that the best form of government balances the powers of the executive, legislative, and judicial branches. All must work together for the greatest common good. This same principle guides the U.S. Fish and Wildlife Service: Without our legislative partners' support, the Service cannot fulfill its mission.

There are three reasons why we focus outreach efforts on our legislators: laws, appropriations, and Director Jamie Rappaport Clark. Congress provides laws and funding to support the Service's stewardship mission. Director Clark has recognized the importance of Congressional support by asking Service employees to work to strengthen our relationship with Congress.

How can we accomplish this at a local level? In a word: partnership. Service employees can nurture this partnership in four ways: by making contact, responding to contact, monitoring, and knowing the rules.

**Make contact:** To have an effective relationship, you must "know" your representatives. Begin by calling the local congressional offices and ask to meet with the staff who handle natural resource issues.

After that, try to meet with the Representative and Senator. Invite him or her to visit your facilities or attend an event. Initiate contact, through the staff, every six months.

Brief them on your issues, provide them with ways to contact you, and follow up all meetings with information you've promised. Be sure to keep staffers informed — in advance — of significant or controversial activities and issues.

**Respond to contact:** This could mean answering congressional phone calls and letters promptly or reviewing proposed or introduced legislation and drafting testimony. If you can't provide the requested informa-

tion in the given time frame, call and let the staff know that you will be delayed and when to expect the response. By responding to these requests, you are promoting the Service and helping our legislative partners get their jobs done.

**Monitor:** Keep track of your partner's efforts and positions. Read local and national papers and ask others to see what the Member of Congress is saying about your issues. Follow the progress of legislative bills they sponsor, especially those that affect your work. You can find them on the Internet at: <http://thomas.loc.gov/home/c106query.html>. Every successful partnership changes over time. Monitoring allows you to take the pulse of these changes.

**Know the rules:** What can you do as a Service employee to affect change with a Member of Congress? You can't lobby for or against a bill, but you can routinely meet with the staff to provide accurate information about current issues. You can meet with staff to be sure they understand our needs and concerns. You can provide the information for proposing legislation, whether it be for a boundary

adjustment or establishment of a new refuge. And you can, and should, make time to learn your partners' rules — such as who to call, when to call, how to arrange a briefing, or how to respond to formal requests for information.

As with any partnership, there are times when you need help. Please remember that your congressional affairs office is only a phone call away (503/231-6120). **O**

*Ben Bibb is the congressional affairs representative in External Affairs.*



Regional Director Anne Badgley accepts award from Jerome Butler, AD for Diversity and Civil Rights Programs.

*Without our legislative partners' support, the Service cannot fulfill its mission.*



## Salmon Fest Celebrates Partnerships!

*Successful festival draws heavily on community partners*

By Corky Broaddus

*Editor's Note: Kudos to the talented Leavenworth NFH crew. During September 1999 the hatchery received the coveted "Silver Pinnacle" Award for Best Environmental Program from the International Festivals and Events Association. More than 1,400 entries competed for this prestigious special events industry award.*

It's a proven fact that powerful things can happen when natural resource professionals team up with businesses and other organizations in their community. Take the return of the wild summer chinook salmon in Leavenworth, Washington, for example: This September event has become the focus of an annual celebration that is based entirely on community partnerships.

Each of the nine years we've held the festival, the event has grown and partnership "buy-in" expands. "Spawnsorships," fundraising, and promotional support are offered by the newly established non-profit Friends group, the Leavenworth National Fish Hatchery Society. Funds, materials, and plain old hard work are contributed by an unusual collection of other partners, from agencies, local tribes, and volunteers to private businesses, school districts, and utility companies.

*Salmon Fest* partners share resources to accomplish exciting and challenging goals that they could not accomplish alone. The partnership has built pride for our coalition and its individual partners, and yields clear benefits and rewards.


For the many natural resource professionals involved, *Salmon Fest* offers quality natural resource education, shares the cultural significance of salmon to the people of the Northwest, and promotes outdoor recreation.

For our many business and community partners, the event boosts tourism in the entire Wenatchee River Valley.

"*Salmon Fest* provides a significant economic stimulus for us," said Peter Sanborn of the Leavenworth Chamber of Commerce, a partner in the event. "Both nights of the festival weekend all 1,500 motel rooms in the area are sold out. At up to \$100 a night, lodging alone infuses almost \$300,000 into the local economy." The event has matured to the point where tourism is now making money for us: Last year *Salmon Fest* received \$2,000 from the state lodging tax coffers.

Part of the draw is that this hasn't gotten too commercialized or crowded. Festival planners aim to keep this hatchery event free, educational, non-political, non-commercial, and non-profit oriented. The Leavenworth National Hatchery's 170-acre grounds are the cornerstone of festival activities and "edutainment" programs, such as Salmon Sing Along, Watershed Detectives, Kids in the Creek, Birds of Prey, Riparian Ramble, and more.

Visitor response to the event is measured through exit interviews and evaluations. Because of the size and complexity of the event, we plan year-round. "In 1999 we attracted 10,000 visitors and used 450 volunteers and partners to staff the activity-packed four-day event. The value of the partners' contributions is \$195,000!"

We draw on the resources and creativity of our partners for *all* of our hatchery education programs, not just *Salmon Fest*. So when we receive calls from folks within and outside of the Service who have heard about *Salmon Fest* and want advice on planning an event, we always know where to begin our answer: partnerships! 

*Corky Broaddus is the information and education specialist at Leavenworth National Fish Hatchery in Wenatchee, Washington.*



### San Francisco Bay Duck Days

**When:** February 12-13  
**Where:** Don Edwards San Francisco Bay National Wildlife Refuge, CA  
**Contact:** Amado Hipol 408/262-5513

### California Duck Days

**When:** February 18-20  
**Where:** Davis, CA  
**Contact:** Mary Kate McKenna 1 800/425-5001 www.duckdays.org

### Klamath Basin Bald Eagle Conference/Festival

**When:** February 18-20  
**Where:** Klamath Falls, OR  
**Contact:** Klamath County Dept. of Tourism 1 800/445-6728

### Salton Sea International Bird Festival

**When:** February 18-21  
**Where:** Holtville, CA  
**Contact:** Carolyn Benson 760/344-4591

## Dump Truck an Outreach Tool?

It seemed like a good way to break the ice," explained Allen Gray, looking at his bright red dump truck. Gray, the heavy equipment operator for the Western Washington Office (WWO) and an 11-year resident of tiny, rural Yelm, Washington, is not talking about winter road duties. He's referring to his cameo appearance in the 29th annual Prairie Day Parade driving the Branch of Conservation and Restoration dump truck.

This heavy duty workhorse had been recently repainted following hard years of wetland, stream, and prairie restoration work. For the parade, Gray piloted the big truck laden with root wads and willow saplings, bedecked with American flags, and towing an excavator on a trailer. Folks from the WWO accompanied



Gray, handing out information about Service restoration programs.

Big Red was a hit! People smiled and cheered. Many a young boy motioned to Gray to "blow your horn."

It was a great to be there helping Gray. The scene made me happy and proud to be an American and work for the U.S. Fish and Wildlife Service. It made me believe that people can still meet

their government face to face and celebrate the wonderful places we share in the U.S.A.

The WWO thinks Gray's parade appearance was an inspired idea. We're planning to contact chambers of commerce in several small towns to set up a schedule of summer parades where Big Red can continue to do FWS outreach.

— Submitted by  
Taylor Pittman

### RESOURCES: Displays, Exhibits, and Publications

#### More Tips on Partnerships

If you haven't been to Impact Training, find a copy of the training manual and read Section 4.1 "Partnerships: Community Conservation Collaborations" for many helpful hints.

#### Outreach News on Intranet and in F&W News

Check the Outreach site on the Service's Internal Intranet at <http://sii.fws.gov/outreach> for the National Outreach Strategy, notes from National Outreach Team meetings, and more. Watch for the new outreach column appearing in every issue of *Fish and Wildlife News*, which will feature national, regional, and field outreach activities, tips, and communication tools.

#### Nature Icons CD

Tired of the same old clipart? Here's a three volume set that includes birds, insects, sea life, and plants. Most of the images are in silhouette format (solid black image), not outline drawings. Contact Ultimate Symbol at 800/611-4761.

#### Web Picks

<http://www.nctc.fws.gov/library/pubunit.html>

NCTC has dozens of publications available through their server, from alligators to zebras!

[www.tpl.com](http://www.tpl.com)

Includes a literature review of the value of open space.

<http://csggrad.cs.vt.edu/~hnuttall/quotesM.html>

One of many sites with a collection of great quotes.

<http://www.fws.gov/help/policies.html>

Up to date information on when to use the FWS logo and when not (For example: to avoid the appearance of endorsing



## Wild on Wetlands

**When:** March 11-12  
**Where:** Los Banos, CA  
**Contact:**  
209/826-5188 or  
800/336-6354

## National Wildlife Refuge System Birthday

**When:** March 14  
**Where:** Nationwide  
**Regional Contact:**  
Susan Saul  
503/872-2728

## John Scharff Migratory Bird Festival

**When:** April 9-11  
**Where:** Burns, OR  
**Contact:** Harney Chamber of Commerce  
541/573-2636  
www.harneycounty.com

## Good for Refuges...

Continued from Page 1

platform. "The platform is the refuge's first facility," says Project Leader Tom Harvey, "and would not have happened as quickly without the support of the Association."

At the Don Edwards San Francisco Bay NWR Complex, Project Leader Marge Kolar works with two Friends groups and seven local Audubon Society chapters. The Citizens Committee to Complete the Refuge helped establish the refuge, assists with acquisition efforts, and helps monitor activities that may affect the refuge.

The San Francisco Bay Wildlife Society operates the refuge's book store and recently raised \$200,000 in grants for restoration planning on Bair Island.

The seven Audubon chapters' activities include wildlife censusing, refuge cleanup, and interpretive programs. "These support groups provide an enormous amount of volunteer assistance," says Kolar. "Without them, the refuge complex couldn't function as it does."

At the Sheldon NWR in Nevada, it was almost necessary to close the Virgin Valley Campground and nearby hot springs because of health concerns and maintenance difficulties. A local Friends of the Sheldon group formed and now handles repairs, water monitoring, and maintenance; it also successfully

lobbied the county for funds to support a seasonal camp host. "The cooperative arrangement not only resolved the problem," says Refuge Manager Mike Nunn, "but has gotten a group of local citizens and the county involved in the refuge in a very positive way."

Recognizing the value of partnerships to the refuge system, the NWRA launched its "Friends Initiative" campaign in 1996 to offer help with training, fundraising, advocacy and other issues. To encourage these support groups, NWRA offers technical assistance, an electronic list server, the "Friends Flyer" training newsletter, and the "Taking Flight" training manual.

A key ingredient to success of the Friends groups is the full support of the project leader. Even though some have initially expressed concern

regarding time demands placed on staff, they quickly see that the time invested yields big returns and often results in reduced demands on staff in many areas. For information, contact Ellen Croteau (202/296-9729) or Joe Mazzoni (916/354-0197).

*Ellen Croteau is the vice president for development and Joe Mazzoni is the California/Nevada representative for the National Wildlife Refuge Association.*



### Basics for Environmental Educators

"Using the Guidelines for the Initial Preparation of Environmental Educators," provides educators with the knowledge and skills needed to plan and deliver high quality programs.

**Where:** Shepherdstown, WV  
**When:** January 20-21, 2000  
**Contact:** Claire Cassel at 703/358-2536  
or claire\_cassel@fws.gov

### Developing and Working with Community Support Groups

Get help with developing a volunteer "Friends" group at your station. Learn how to get started and to create a partnership that satisfies mutual goals. Register by 2/14/00.

**Where:** Shepherdstown, WV  
**When:** April 10-14, 2000  
**Contact:** Sharon Howard at 304/876-7494  
or sharon\_howard@fws.gov

### Basics of Working with the News Media

Get tips from the experts on how to improve relationships with media representatives and generate solid information on controversial issues covered by journalists.

**Where:** Shepherdstown, WV  
**When:** May 9-10, 00  
**Contact:** Sharon Howard at 304/876-7494  
or sharon\_howard@fws.gov

### Congress and the Field Office

Improve communications with congressional district offices. Identify contacts, design an outreach plan, and help staff members to address constituent needs. Get comfortable working with your representatives. Register by 3/15/00.

**Where:** Shepherdstown, WV  
**When:** May 11-12, 2000  
**Contact:** Sharon Howard at 304/876-7494  
or sharon\_howard@fws.gov

## ENTIRELY EPIC

## Your Computer Is Not a Typewriter!

The most common mistakes in typography and how to fix them

By Kendal Morris

Biologists and wildlife managers are often called upon to produce materials for public distribution, from planning updates to recovery plans. Our credibility depends not only on scientific accuracy, but also the professionalism in how these materials are presented.

It's common sense that spelling and grammatical errors lower your credibility to the public. But many people don't realize that errors in typography, how the type itself is designed, also affect the public's perception of a printed piece.

Although most people can't articulate the rules of typography, years of reading professionally-typeset books and magazines have ingrained a perception of "correct" type. Most know when a piece does not look professional, even if they can't explain why.

If so many of us have at least an intuitive understanding of typography, how do errors creep in? Many are due to the fact that we learned to type on typewriters, and use the same conventions when working on a computer. Here are a few common typography mistakes and how to fix them. (And yes, I've made some mistakes intentionally to illustrate my point!)

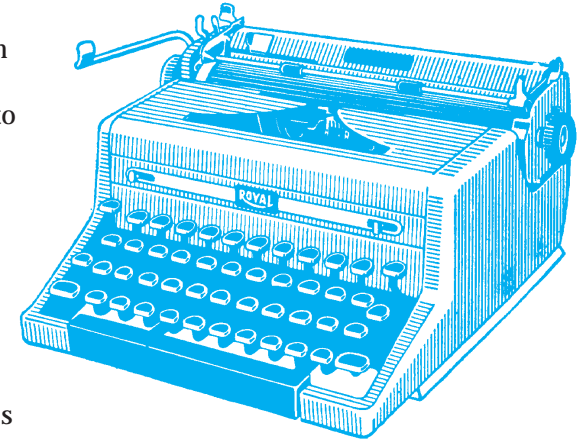
1. There is no reason to underline type. Underlining came from the days when everyone was using typewriters and you couldn't italicize. For instance, book titles and scientific names should be *italicized*, not underlined.

2. Don't use inch or foot marks (" ") instead of apostrophes or quotes (' .. '). Follow the format of the font you've selected.

3. Never use double dashes (--) to set aside a phrase within a sentence; use a long dash (—). To separate words in a compound adjective, or words indicating duration (such as May-July), use the short dash (or a hyphen, if your PC doesn't have a short dash).

4. When using an ellipsis, don't use periods separated by single spaces ( . . . ); use periods without spaces between them (...).

5. Use a single space (not a double space) between sentences, and after colons and semicolons.



6. Either indent the first line of each paragraph with no spacing between paragraphs OR flush left the beginning of each paragraph and put an extra space between the paragraphs.

7. Don't leave widows and orphans! A widow is a short line of type (seven or less characters) at the end of a paragraph. An orphan occurs when the last line of a paragraph won't fit at the end of a column, and ends up all by itself on the top of the next column (or page). Eliminate a few words to eliminate the problem!

8. Turn off hyphenation. Lots of hyphenated line breaks are distracting and difficult to read.

9. If you're working with a one or two column page, don't justify right (as this block of text). You can end up with more space between letters, making the line look strange and hard to read. Justify left, leaving the right side of the line "ragged" or uneven.

10. Don't combine two type styles, such as underlining boldface or italic type.

11. AVOID USING ALL CAPITALS. THERE IS RARELY A NEED TO DO SO, AND IT'S HARD TO READ. Use boldface or italic type to draw attention to specific text. This includes headlines!

For more information, read *The PC Is Not a Typewriter* or *The Mac Is Not a Typewriter* (both by Robin Williams, Peachpit Press, Berkeley, CA, 1990).

*Kendal Morris is a visual information specialist in EPIC.*

## In the Pacific...

Continued from Page 1

*Some  
partnerships  
are carefully  
planned;  
others fall  
in your lap.*

species, 5 species of breeding marine mammals, numerous migrant land birds, and sharks. They perform preventive maintenance on field station facilities, host researchers, and guide news media who visit the refuge by special use permits (SUPs).

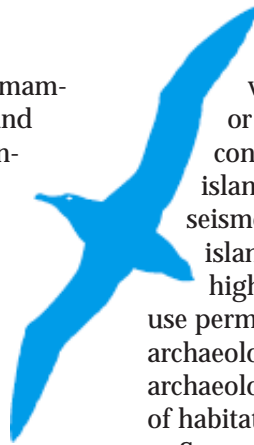
Sydean is justifiably proud in his observation that "PRBO scientists have not missed a day of work in 30 years of safeguarding the island's wildlife inhabitants and facilities." Our partnership has even outlived the oldest known western gull on the island..... which celebrated its 28th birthday this year!

One strength of the "core" Farallon alliance between the Service and PRBO is that we each bring unique partners to the table. For example, the Service can enlist other federal agencies, such as the U.S. Coast Guard and California Army National Guard, to transport heavy or bulky cargo.

Over the years, PRBO has nurtured the volunteer Farallon Patrol, a cadre of sailboat and large powerboat owners. They take turns making "supply runs" from mainland to island every two weeks, bringing out supplies and taking away the trash and recyclables.

PRBO's Board of Directors includes executives from companies such as Chevron. When one of the Directors learned that we were having possible contamination problems with our diesel fuel stores, he had a Chevron fuel technician test our fuel, analyze our filtering and storage methods, and provide a treatment protocol and potion to keep our fuel clean.

Special use permits offer another opportunity to get things done. Although



we don't charge public institutions or researchers for SUPs, most want to contribute something to make the island a better place to live. UC Berkeley seismology engineers hooked up the island's E-mail when they installed a high tech seismograph under a special use permit. UCLA's permit for surface archaeology collection helped with the archaeological clearances needed for a variety of habitat restoration projects.

Some partnerships are carefully planned; others fall in your lap. While vacationing at a Victoria, Canada, bed & breakfast, I learned that one of the other guests was a plumber with a burning desire to go to the Farallons. She eagerly accepted my invitation to fix a decade's worth of plumbing problems for a chance to live among the seabirds.

Because the refuge is closed to the general public, outboard motor mechanics, electricians, and other skilled people have offered to do "pro bono" work in exchange for a week or a few days stay on the island. Our radio and phone communication system was set up, and is maintained, by a volunteer.

I've learned that even the most outlandish-sounding partnership can be compatible with refuge purposes and fill a bonafide need. I was initially skeptical when a group of artists offered to contribute an art project to the Farallons funded by an art foundation. My skepticism faded when I learned that their project would be a "habitat sculpture" built from old concrete foundations that were covering up scarce burrowing owl habitat. The concrete will be broken to create crevice nesting habitat and a blind for monitoring the seabirds that colonize the new habitat.

Thanks to more than two dozen unusual partners, I've learned a lot about partnerships: Be imaginative in finding connections. Pay attention to others' interests and needs. Think creatively about how they may overlap with your own.

And be open-minded... I just know that someday I'll sign a cooperative agreement with The Butcher, The Baker and The Candlestick Maker!

*Joelle Buffa is a wildlife biologist at Don Edwards San Francisco Bay NWR.*



Printed on recycled paper

Photo by Rick Boyce

*Two dozen  
partners help  
at Farallon  
NWR.*

